

PARADOKS EKONOMİ, SOSYOLOJİ VE POLİTİKA DERGİSİ

PARADOKS ECONOMICS, SOCIOLOGY AND POLICY JOURNAL

ISSN: 1305-7979

2017, Cilt/Vol: 13, Sayı/Num: 1, Page: 1-14





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ANALYZING THE EFFECTS OF PERCEIVED JOB INSECURITY ON JOB SATISFACTION AND INTENTION TO LEAVE¹

ALGILANAN İŞ GÜVENCESİZLİĞİNİN İŞ TATMİNİ VE İŞTEN AYRILMA NİYETİNE ETKİSİNİN ARAŞTIRILMASI

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ABSTRACT

This study investigated the effect of job insecurity on two outcomes—job satisfaction and intention to leave—in a sample of 147 workers (blue/white collar workers from two firms) from Turkey. Research suggests that job insecurity is correlated to workers' intention to leave. Job insecurity is negatively related to job satisfaction and positively related to intention to leave. In the present study, participants completed a survey on perceived job insecurity, job satisfaction, and intention to leave. The results of the analysis indicated a significant relationship between perceived job insecurity, job satisfaction, and intention to leave, job insecurity is negatively related to job satisfaction and positively related to intention to leave. Significant differences were found for the status of workers and type of workers.

Keywords: Job Insecurity, Perceived Job Security, Job Security, Job Satisfaction, Intention to Leave, Worker

¹ A preliminary version of this paper was presented at the International Journal of Arts & Sciences' (IJAS) International Conference for Business and Economics, 19-22 October, 2015, Rome-Italy.

ÖZET

Bu çalışma algılanan iş güvencesizliğinin etkisi olan iki konuyu (iş tatmini ve işten ayrılma niyeti) mavi ve beyaz yakalı işçi örnekleme üzerinden incelemektedir. Katılımcı sayısı 147'dir. Araştırma sonucuna göre iş güvencesizliği ile işten ayrılma niyeti arasında ilişki bulunmuştur. Algılanan iş güvencesizliği ile iş tatmini ile negatif, işten ayrılma niyeti ile pozitif bir ilişki saptanmıştır. Ayrıca iş güvencesizliği algısı ile çalışanların statüsü ile çalışma türü arasında anlamlı ilişki bulunmuştur.

Anahtar Kelimeler: Algılanan İş Güvencesizliği, İş Güvencesizliği, İş Güvencesi, İş Tatmini, İşten Ayrılma Eğilimi, İşçi

INTRODUCTION

The last 20 years have witnessed profound changes in workers' lives. Increased demand for flexibility in and between corporations, globalization's tendency to increase international economic dependencies, and swiftly evolving patterns of consumption have all had an effect on working conditions (Sverke et al., 2006).

Corporations now face more competition, new forms of contracting, and altered work environments. The labor market is being deeply affected by these shifts (Brewster et al., 1997). Many people are finding themselves unemployed due to the economic crisis and are having trouble returning to the work force. The last two decades have seen more and more research focusing on job insecurity due to downsizing and layoffs by corporations, governments, and NGOs (Rosenblatt et al., 1999).

For these reasons, job security and job insecurity continue to draw the attention of researchers. Job insecurity attributes workers' dissatisfaction to their working conditions and fear of being fired or laid off (De Witte, 1999). Research has demonstrated that job insecurity has a negative influence on workers' attitudes (Rosenblatt et al., 1999), and empirical research has proven that job security leads to job satisfaction and that the reverse is also true (Rose, 2005, Sverke et al., 2004). Job insecurity is also linked with the intention to leave work (Ashford et al., 1989).

The first aim of the present study was to analyze the effect of job insecurity on two outcomes: job satisfaction and intention to leave. Job insecurity was selected as the independent variable and job satisfaction and intention to leave were selected as the dependent variables. The second aim of this study was to analyze how reactions to job insecurity, job satisfaction, and intention to leave differ according to demographic indicators.

1. Definitions

1.1. Job Insecurity

Job insecurity has been the focus of increasing scholarly and popular attention in light of cultural, economic and technological changes over the past decades. Job insecurity tends to rise when workers are aware that their employers are likely to conduct downsizing (Schoss, 2017; Burke et al., 2015).

Job insecurity has been described in various ways, but it always involves workers' dissatisfaction with their working conditions and fear of being fired or laid off (Reisel et al., 2010). Job insecurity refers to workers' anxiety about keeping their jobs (Bosman et al., 2005). Sverke and Hellgren see job insecurity as the fear of involuntary job loss. Job insecurity thus involves workers' perceptions of their job security being less stable than they would like (İsmail, 2015). Job security and insecurity are workers' judgments of their job situations and their ideas of what the future may bring (Zeytinoglu et al., 2012). Workers with secure jobs are not preoccupied with this issue, because they do not expect to lose their jobs (Furaker and Berglund, 2014). Job insecurity is a matter of perception. It can be more severe or less severe for employees facing the same threats to their employment (Greenhalgh and Rosenblatt, 1984).

1.2. Job Satisfaction

Job insecurity has been frequently demonstrated to influence workers' attitudes. In particular, it is linked to job satisfaction (Sverke et al., 2006), which can be described as pleasure with one's work or positive feelings about a job (Locke, 1976).

Job satisfaction has been studied in depth in the fields of behavioral sciences, economics, and industrial relations. The relevant literature describes job satisfaction as workers' reaction to their experiences on the job. Lawler claims that job satisfaction is created by the compensation given by the employer and the workers' estimation of its worth (Lawler, 2005). Workers expect to be compensated for their labor in tangible forms, since this is the nature of their contract with an employer (Rose, 2005). When workers get what they expect from their job in terms of pay and the conditions stipulated by their contract, they are satisfied with their jobs (Zeytinoglu et al., 2013).

Job satisfaction has been defined in many ways. However, Locke's (1976) definition is cited most often: "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences" (p. 1304). Hulin and Judge (2003) elaborated on this definition by noting that job satisfaction is a complex psychological response to work with cognitive (evaluative), affective, and behavioral dimensions (Judge and Klinger, 2008).

1.3. Intention to Leave

The turnover intentions construct is based on the theory of planned behavior (Ajzen and Fishbein, 1977), which postulates that a person's intention to act in a specific way immediately determines behavior, implying that turnover intention is one of the strongest predictors of leaving a job.

to leave a job. Studies of turnover have commonly found that the relationship between attitudes toward work and the workplace and behavioral intentions is important. This has led researchers (Price and Mueller, 1981, 1986; Price, 2001) to propose the turnover intentions construct as a proxy for measuring actual turnover (Wan et al., 2014). Vandenberg and Nelson (1999) define the intention to leave work as "an individual's own estimated probability (subjective) that they are permanently leaving the organization at some point in the near future." McCarthy, Tyrrell, and Lehane (2007) identify intentions as the most immediate factors that decisively affect actual behavior (Van Schalkwyk, 2010).

2. Relation Between Dependent And Independent Variables

2.1. The Relationship Between Job Insecurity and Job Satisfaction

Expectancy theory postulates that workers will maximize their efforts if they expect to be rewarded appropriately. This condition enhances job satisfaction (Lawler, 2005). As Lawler (1973) claims, job security is an important extrinsic form of compensation that improves job satisfaction.

Sverke et al. claim that most research on job satisfaction examines it as a consequence of job security (Sverke, Hellgren, and Näswall, 2006). The relationship between job security and job satisfaction is clear since jobs offer satisfaction in the form of economic stability, social networks, and self-efficacy (De Witte 1999). Previous researches have proven that job insecurity is closely linked to reduced job satisfaction (Ashford et al. 1989). Job insecurity is the perception that one is able to keep one's job. Job satisfaction refers to positive opinions about all the aspects of a job. The associations between general constructs are much stronger than they are for specific constructs, such as facets of job satisfaction like pay satisfaction, or features of job insecurity like salary and promotion prospects. Recently, two meta-analyses have demonstrated the strength of associations between general constructs (Reisel et al., 2010).

This study is likely to have similar outcomes. Thus, our hypothesis is that

H1: Job insecurity has a negative correlation with job satisfaction.

2.2. The Relationship Between Job Insecurity and the Intention to Leave Work

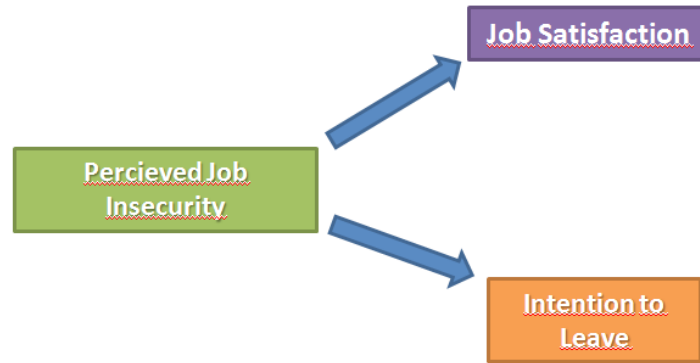
Stress caused by job insecurity is a significant factor in turnover. Job insecurity can cause a withdrawal response when workers try to escape from stress. This means that job insecurity is positive correlated with the intention to leave work (Arnold and Feldman, 1982). High performance workers are likely to leave work in circumstances of job insecurity, and this justifies organizational concern about job insecurity. Perceived job insecurity is positively related to the intention to leave work (Ashford, 1989).

Hypothesis 2: As perceived job insecurity rises, so does the intention to leave work.

Empirical research shows that perceived job security increases job satisfaction (Rose, 2005). The converse is also true: perceived job insecurity reduces job satisfaction (Chirulombolo and Hellgren, 2003; Reisel et al., 2010; Sverke et al., 2002). Many Turkish workers are subject to job insecurity or are acquainted with people who have experienced being laid off or fired. Unemployment's grim repercussions make this an important issue for them have advanced the notion that organizations can be characterized by a climate of job insecurity. We argue that the climate of Turkey's labor market is a job insecurity climate. Given the large supply of workers and high unemployment, workers can see the insecurity around them and in their own jobs. They learn about unemployment either firsthand or through their social networks. We argue that they develop their perception of job security (or lack thereof) like Brown et al. (2007) and Green (2006), who claim that standards and expectations determine job satisfaction, Turkey's workers have developed norms and expectations by comparing their circumstances with those of their peers. Job insecurity is so common in Turkey that workers are satisfied by job security on its own (Zeytinoglu et al., 2013).

Research Model

Figure:1 Proposed Research Model



According to the model in Figure 1, job insecurity is expected to be negatively associated with job satisfaction, while perceived job insecurity is expected to be positively related to intention to leave.

3. Methods

3.1. Respondents

The selected sampling method is the convenience sampling method. Data were collected in 2015 from among employees from two different companies. A total of 250 employees received the questionnaires. A total of 175 responses were received; the response rate was 70%. From these responses, 147 were usable for the analysis.

3.2. Demographic Characteristics

Table 1: Social Demographic Indicators

Sex	Frequency	%
Male	106	72,1
Female	41	27,9
Marital Status		
Married	92	63
Single	54	37
Education		
Secondary	37	25,2
High School	54	36,7
University	56	36,1
Status		
Temporary Worker	40	27,8
Permanent Worker	76	52,8
Manager	28	19,4

As shown in Table 1, 28% of the sample was female and 72% was male. The sample was composed according to education indicators: about a quarter (25,2) of the respondents' educational level was lower than high school level, 36,7% were high school graduates, and 36,1% were university graduates. Additionally, 27,8 of the sample were temporary workers, and the manager ratio of sample was 19,4 %.

3.3. Instruments

Perceived job insecurity. *Job Security Index* (Probst, 2003) was used to measure employee responses to job insecurity. The Turkish adaptation was made by Önder and Wasti (2002). The Scale consists of 6 questions (3 of them positive and 3 of them negative). Respondents indicated "Yes", "No" and "?".

Job satisfaction. The *Job Satisfaction Scale*, developed by Brayfield and Rothe's, consists of five items. Respondents indicated 1=Strongly Disagree and 5=Strongly Agree. A sample item included, "I find real enjoyment in my work." The Turkish adaptation was made by Bilgin (1995).

Intention to leave. The *Intention to Leave* scale was adapted by Öz (2007) from a scale of Grandey (1999) consisting of three items. Respondents indicated 1= almost never and 6= almost always. A sample item included, "I'm thinking of leaving my current job."

Hypothesis

H₁: Perceived job insecurity is negatively related to job satisfaction.

H₂: Perceived job insecurity is positively related to intention to leave.

Research has shown that job insecurity is also heightened by personnel demographics such as employee age, marital status, and level of education. On this basis, we predict that

H₃: There is a significant difference between demographic indicators with regard to variables.

4. Analysis

4.1. Reliability Analysis

Table 2: Scale Reliabilities

Scales	N	Item	Mean	C.Alpha
Perceived Job Insecurity	143	6	9.44	0.86
Job Satisfaction	142	5	19.14	0.86
Intention to Leave	145	3	5.02	0.91

All scales used in the survey had high reliability in our data (α above .70).

Table 3: Relations of Variables Between Demographic Indicators

Scales	Sex				Marital Status				Work Status				
	Male	Female	t	p	Married	Single	t	p	Temporary Worker	Permanent Worker	Manager	F	p
Perceived Job Insecurity	1,92	1,61	1,814	,072	1,83	1,79	-,226	,819	1,34	1,99	2,08	8,468	,000
Job Security	19,22	18,92	,379	,705	19,15	19,11	-,045	,965	17,82	18,98	21,07	4,947	,008
Intention to Leave	1,57	1,91	-1,616	,108	1,60	1,76	,734	,464	2,17	1,54	1,35	5,495	,005

Table 3 shows the relationship between variables and workers' status. There is a significant difference between workers status and perceived job insecurity. According to the table, expected levels of perceived job insecurity in temporary workers were found to be higher than permanent workers and managers. Further, managers' perceived job insecurity level was higher than permanent workers'.

A significant difference was found between workers status and intention to leave. The level of intention to leave in temporary workers was higher than in permanent workers and managers.

In terms of job security, there were significant differences between workers' status and job security. Perceived job security of managers was significantly higher than the job security of temporary workers.

As mentioned above, there is a significant difference between demographic indicators and variables. Thus, H3 is proven.

4.2. Correlation Analysis

Table 4: Inter-correlations for Study Variables

Scales	Perceived Job Insecurity	Intention to Leave	Job Satisfaction
Perceived Job Insecurity	—		
Intention to Leave	-,659**	—	
Job satisfaction	,553**	-,583**	—

**p<.01

Table 4 presents the results of correlation analysis. The correlation coefficient between perceived job insecurity and job satisfaction is significant ($r=.55$; $p<.01$), so the table shows a significant positive relationship ($p<.01$). On the other hand, the correlation coefficient between perceived job insecurity and intention to leave is negative ($r=-.65$; $p<.01$). In light of these results, H1 and H2 are confirmed.

4.3. Regression Analysis

Regression analysis was used to determine the extent to which the self-reported measure of job insecurity predicted direct job measure of job satisfaction and intention to leave.

Table 5: Regression Analysis of Factors: Perceived Job Insecurity-Intention to Leave

Independence Variable: Perceived Job Insecurity	Dependent Variable: Intention to Leave	
	Beta	t (Degrees of Freedom)
Perceived Job Insecurity	-.374	-4.757
R ²	.37	
Adjusted R ²	.14	
F	22.626**	

**p<0,01

Regression was conducted to see if perceived job insecurity level predicted the intention to leave among employees. Linear regression analysis (Table 4) revealed that perceived job insecurity was a highly significant predictor of intention to leave ($b = -.37$, $p = .01$, $t = -4.757$), accounting for 14% of the variance.

Table 6: Regression Analysis of Factors: Perceived Job Insecurity-Job Satisfaction

Independence Variable: Perceived Job Insecurity	Dependent Variable: Job Satisfaction	
	Beta	T (Degrees of Freedom)
Perceived Job Insecurity	.553	7.741
R ²	.55	
Adjusted R ²	.31	
F	59.919**	

**p<.01

Another regression analysis was performed using job satisfaction as the criterion and perceived job insecurity as the predictor in order to determine if job satisfaction level could be predicted by perceived job insecurity. Linear regression analysis revealed that (Table 5) perceived job insecurity was a highly significant predictor of job satisfaction ($b = .55$, $p = .01$, $t = 7.741$), accounting for 31% of the variance. Therefore, this multiple regression accounted for 31% of the variability, as indexed by the adjusted R² statistic.

5. Discussion

Job insecurity is the new characteristic of flexible labor. Management sees flexible labor as beneficial, while workers are less enthusiastic about it. This study attempted to assess the effects of workers' perceived job insecurity.

The survey results showed, as anticipated, that perceived job insecurity is negatively correlated with job satisfaction and positively correlated with the intention to leave work. Workers who think their jobs are insecure have lower job satisfaction and are more likely to want to leave work, which verifies hypotheses one and two. These results support the conclusions of previous studies. Job insecurity causes stress and worsens employees' attitudes toward their work (Adkins, Werbel and Farh, 2001; Chirumbolo and Hellgren, 2003). It also increases their intention to leave work (Rosenblatt et

al., 1999; Lee, Bobko, Chen, 2006). On the other hand, Ashford et al. (1989) found that job security was negatively correlated with job satisfaction ($\beta=-.43$, $p>.01$). Arnold and Feldman (1982) found that job insecurity makes it more likely that workers will intend leave work. Our results are similar with the results of Sverke et al. and Reisel et al. The results of their regression analyses show that job insecurity was negatively related to job satisfaction (Sverke, et al., 2004; Reisel, 2010).

Poyraz and Kama (2008) conducted a study in Turkey which found a significant positive correlation between job insecurity and the intention to leave work and a significant negative correlation between job insecurity and job satisfaction.

Finally, we found significant differences for these variables between workers' status of and their type of work, thus proving our third hypothesis. Previous researches results are similar to our results, which show that temporary workers have higher levels of job insecurity than permanent workers (Cuyper and De Witte, 2003; Silla, et al. 2005).

This study's limitations should be noted. First, since its small sample size is restricted to two Turkish corporations, its results cannot be generalized. Second, the scales (job satisfaction and intention to leave work) are not enough to yield detailed information. Future research with specific samples may yield interesting data on job insecurity. Additionally, more representative samples could obtain more detailed results for the variables.

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